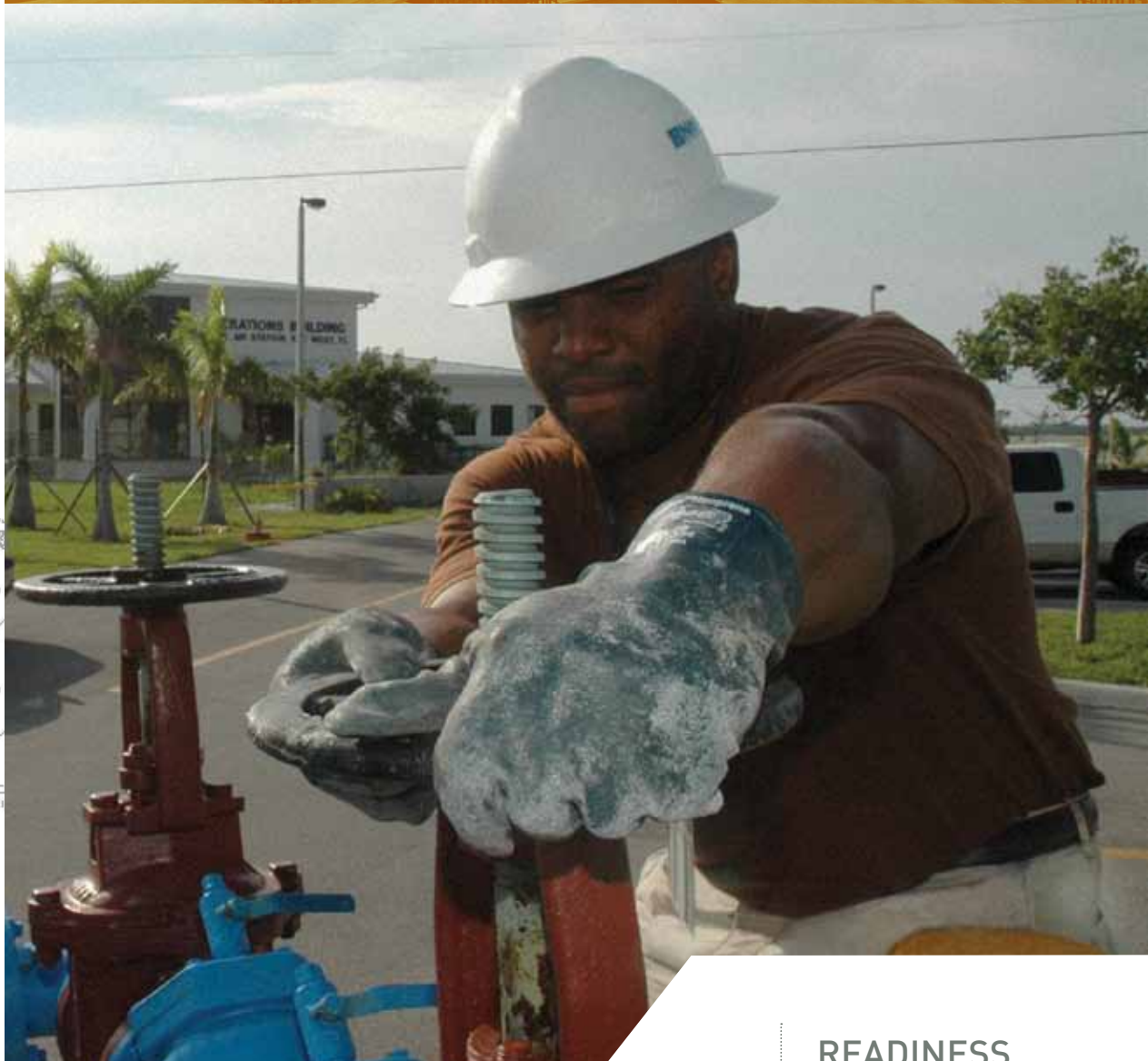




"The Facilities and Expeditionary Combat Systems Command"



STRATEGIC PLAN

2010
2017

READINESS
PERFORMANCE
SUSTAINABILITY

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CORE CONTRIBUTIONS

Naval Facilities Engineering Command: “The Facilities and Expeditionary Combat Systems Command”

Each of the six Department of the Navy Systems Commands is responsible for the Planning, Design and Construction, Sustainment, Recapitalization and Disposal/Divestiture for their area of specialty:

NAVFAC.....Naval Facilities & Navy Expeditionary
Combat Systems and Equipment

NAVSEA.....Naval Ships and Weapons

NAVAIR.....Naval Aircraft, Weapons and Systems

SPAWARNaval Decision Solutions

NAVSUP.....Naval Logistics

MCSC.....Marine Corps Systems and Equipment

NAVFAC’s unique combination of skill sets define our contribution to our Nation’s defense:

- Department of Defense Design and Construction Agent
- Department of the Navy’s Acquisition and Technical Authority for:
 - Facilities Engineering and Construction
 - Facilities Planning and Real Estate
 - Maintenance and Facility Services
 - Environmental Planning and Compliance Remediation
 - Natural and Cultural Resources Management
 - Anti-Terrorism/Force Protection Ashore
 - Contingency Engineering Response
 - Expeditionary Infrastructure, Systems and Equipment
 - Logistics Over the Shore
 - Ocean Facilities
 - Weight Handling Equipment



Business Lines:

Asset Management
Capital Improvements
Contingency Engineering
Environmental
Expeditionary
Public Works

Support Lines:

Acquisition
Command Information Officer
Counsel
Financial Management

Program Offices:

Energy Program
Management Office
Expeditionary Program Office
Special Venture Acquisition

A message from the Commander, Naval Facilities Engineering Command

The contribution of the Naval Facilities Engineering Command to the capabilities of our Supported Commanders has never been more valued or critical than it is today. Dynamic global circumstances, increasing resource constraints, and rapid technological and cyber advances will provide challenges and significant opportunities for us to build upon NAVFAC's 168-year tradition of service to the Navy-Marine Corps team in the years ahead.

This Strategic Plan outlines a deliberate course of action for our organization, framed by our mission – why we exist – and our vision – the end state we are working toward. It reaffirms our core values, operating philosophy and guiding principles.

As we move forward in today's rapidly changing environment, this plan will ensure we remain focused on and make deliberate progress in three critical areas:



RADM C.J. Mossey, CEC, USN

READINESS: Cultivating a high-performing workforce and ensuring our equipment, facilities and command alignment enable success;

PERFORMANCE: Providing timely, quality and cost-effective products and services to our Supported Commanders; and

SUSTAINABILITY: Delivering sustainable solutions that enable infrastructure cost reduction and energy security, optimally investing scarce resources.

Our Concept of Operations will continue to provide our framework for executing as an integrated team. We must leverage the Continuous Process Improvement capabilities we have developed to reduce costs, increase our responsiveness and shorten cycle times for our Supported Commanders. The NAVFAC Business Management System will continue to provide the tool to institutionalize our standard best practices across our organization.

TO OUR SUPPORTED COMMANDERS. We exist to serve you. We understand that you rely on NAVFAC to turn your facilities and expeditionary requirements into increasingly efficient, innovative and responsive solutions. We will use this fundamental precept to guide our efforts in this Strategic Plan, and we will always measure our effectiveness through your eyes.

TO OUR PEOPLE. Your dedication, expertise and commitment are the foundation of everything NAVFAC accomplishes. Thank you for your service – your contribution has never been more vital to those we serve.

The goals in this plan cannot be achieved without the personal ownership and commitment of all hands. I know I can count on the entire NAVFAC team – civilians (including our local nationals), military and our contractor partners – to achieve these goals and build on NAVFAC's rich heritage of service to our Navy, Marine Corps and nation.

RADM C.J. Mossey, CEC, USN

Commander, Naval Facilities Engineering Command and Chief of Civil Engineers

STRATEGIC PLAN:

A deliberate course of action for our organization

OUR FUTURE OPERATING ENVIRONMENT

The world we live and operate within

INTER-RELIANT STATEMENTS

Mission: Why we exist

Vision: Our aspirations

OUR VALUES AND EXPECTATIONS

What we value and expect from individuals and our organization

Navy Core Values: Honor, Courage and Commitment

Operating Philosophy: Our constancy of purpose, serving Supported Commanders

Guiding Principles: How we behave as individuals and create the NAVFAC team

STRATEGIC AREAS OF FOCUS

How we focus our strategic efforts

Desired Effects: What we will achieve

Goals: What we will do as a command

Measurement Indicators: How we will measure our progress

MANAGEMENT AND LEADERSHIP

How we manage and lead our strategic efforts

STRATEGIC LANDSCAPE

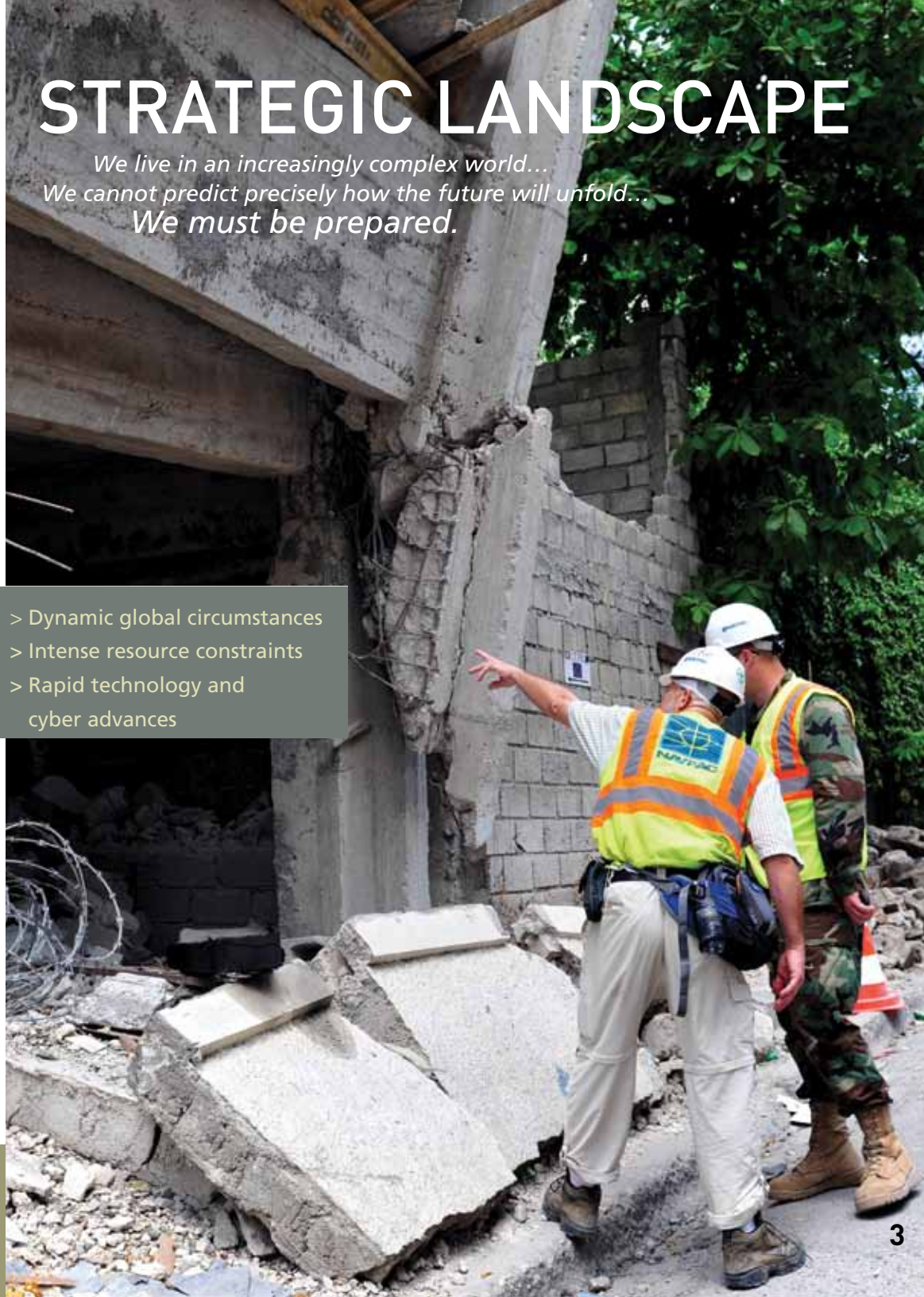
*We live in an increasingly complex world...
We cannot predict precisely how the future will unfold...
We must be prepared.*

(Right) NAVFAC engineers provide structural assessments following a 7.1-magnitude earthquake in Haiti.



Influences on NAVFAC

- > Dynamic global circumstances
- > Intense resource constraints
- > Rapid technology and cyber advances



STRATEGIC LANDSCAPE: The world we live and operate within

	GLOBAL	NATIONAL	LOCAL
Dynamic global circumstances	Shifting international balance of power, rise of extremism and increase in cyber attacks will continue to threaten security and stability.	Realignment of military forces, emphasis on irregular warfare, economic uncertainty and recognition of environmental impacts are changing national and social priorities.	Optimization of base structure, building the future fleet, agile and flexible Navy operational response, and shorter planning timelines will require new solutions.
Intense resource constraints	Population growth and climate change, along with lack of access to and scarcity of natural resources, will cause global energy, environmental and financial challenges.	Social, political and economic pressure to transform from existing patterns of consumption will drive changes in behavior and fiscal priorities.	There will be intense pressure to develop, implement and incorporate economical, energy efficient and environmentally responsible solutions.
Rapid technology and cyber advances	Ease of access to new technologies, especially IT, presents both opportunities and threats on a global level, and will require vigilance, ingenuity and resourcefulness.	Advances in science and technology will challenge our ability to maximize benefits, ensure regulatory compliance and mitigate concerns with environmental compliance, energy stewardship and information assurance.	Investment in technologies must be timely and provide efficiencies and effectiveness, while protecting people, property and information.



MISSION AND VISION

MISSION AND VISION:

Why we exist and to what we aspire

MISSION

NAVFAC is the Systems Command that delivers and maintains quality, sustainable facilities, acquires and manages capabilities for the Navy's expeditionary combat forces, provides contingency engineering response, and enables energy security and environmental stewardship.

VISION

We strengthen Navy and Marine Corps readiness through our work across the facility lifecycle and our support of the shore expeditionary mission.



DEFINITIONS

Systems Command

A Department of the Navy command charged with exercising technical authority, research and development, acquisition, and associated lifecycle management, and logistics responsibilities for assigned programs

Sustainable Facilities

Preserve the environment and reduce total ownership costs

Expeditionary Combat Forces

Ground and littoral commands, including Seabees, that project Navy power and perform irregular warfare ashore

Contingency Engineering Response

Ready, rapid professional engineering expertise supporting global warfighters

Facility Lifecycle

Plan, design and construct, sustain, recapitalize and dispose/divest

Energy Security

Reduce vulnerability by lowering consumption, diversifying supply and protecting infrastructure

Environmental Stewardship

Responsible use, protection and conservation of natural and cultural resources



NAVY CORE VALUES

NAVFAC holds true to the Core Values of HONOR – COURAGE – COMMITMENT as the foundation of all we do as individuals and as a command

HONOR COURAGE COMMITMENT



OPERATING PHILOSOPHY

The fundamental philosophy that focuses operations and maintains a constancy of purpose in serving our Supported Commands

OUR COMMAND:

- Promotes a culture of safety
- Makes every dollar count for the warfighter
- Develops a diverse, competent workforce
- Adopts best practice technologies and techniques
- Functions in high-performing integrated teams
- Incorporates energy and environmental stewardship

GUIDING PRINCIPLES

The principles that guide how we act as individuals and create the NAVFAC team

OUR PEOPLE:

- Are safe: Always, in all ways.
- Take ownership and are accountable
- Are creative problem solvers
- Foster collaborative relationships
- Treat everyone with respect





Our strategic areas of focus highlight
and underscore action that will
strengthen Mission accomplishment
and achieve our Vision.



Readiness

FOCUS AREAS

FOREWORD

STRATEGIC
LANDSCAPE

MISSION
AND VISION

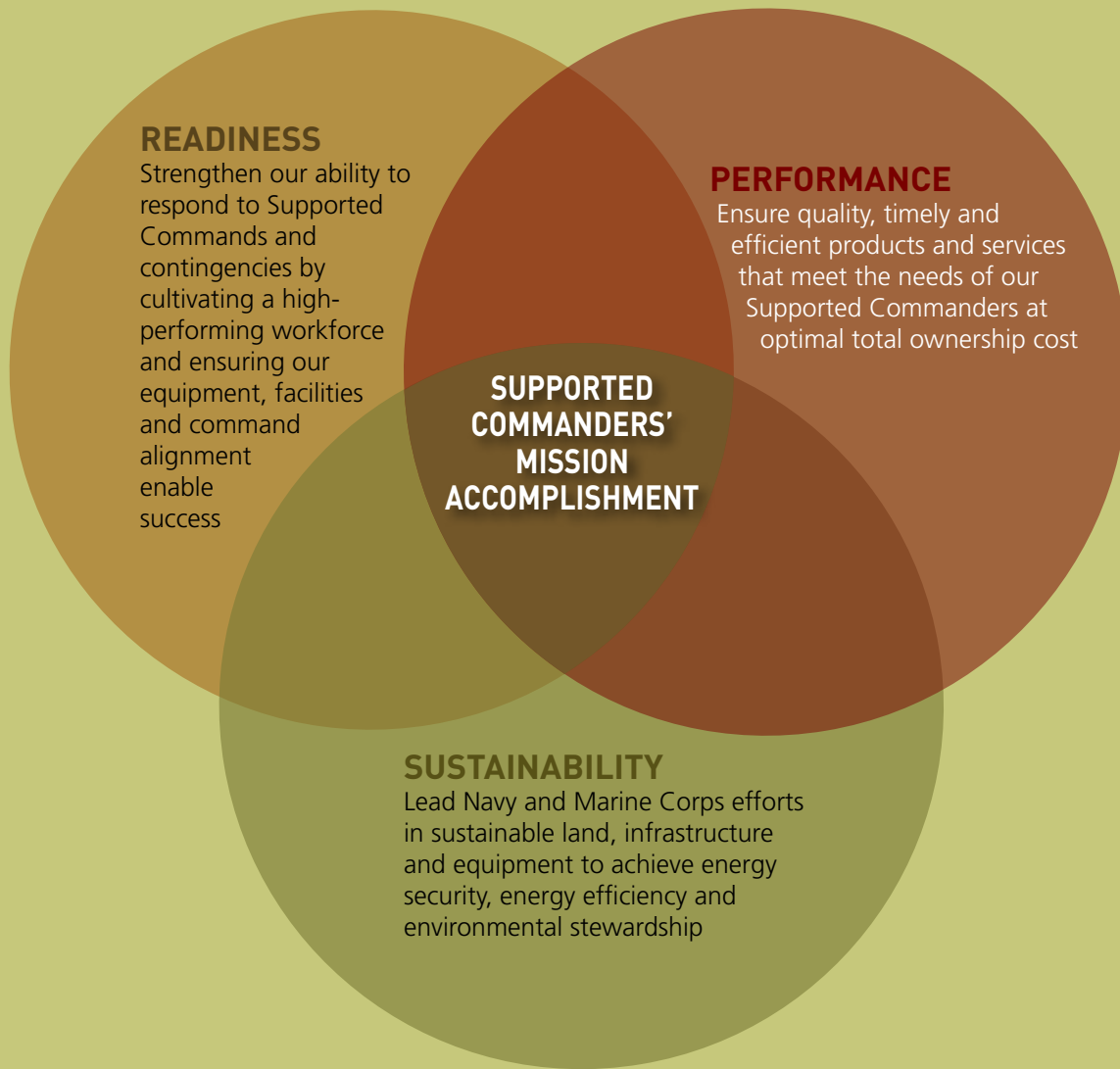
FOCUS AREAS

Performance

Sustainability

NAVFAC's upgrades to berthing piers support mission readiness for its supported commanders. Pictured here, aircraft carriers *USS Ronald Reagan* (CVN 76), *USS Nimitz* (CVN 68) and *USS Carl Vinson* (CVN 70) pierside at Naval Air Station North Island, Calif.

Our Strategic Areas of Focus Strengthen Supported Commanders' Mission Accomplishment



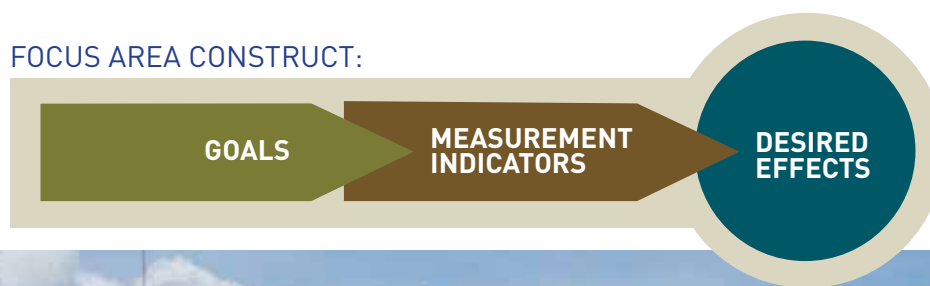
Focus Areas organize and emphasize our efforts

Each Focus Area contains groupings of **GOALS**: What we will do as a command

Each Goal is continuously monitored with **MEASUREMENT INDICATORS**: How we will measure our progress

Focus Areas are characterized by **DESIRED EFFECTS**: What we will achieve

FOCUS AREA CONSTRUCT:



(Below)
Construction of the \$330 million
Hawaii Regional Security
Operations Center, Wahiawa, HI.



1940-1945



Following attack on Pearl Harbor, Navy's military construction program grows exponentially; more than 10,000 Reserve CEC officers are recruited

FOCUS AREA GOALS:

What we will do as a command

READINESS

- Safety
- Workforce Development
- High-Performing Teams
- Global Readiness

PERFORMANCE

- Adapt and Innovate
- Proactive Expertise
- Lifecycle Stewardship
- Information Quality

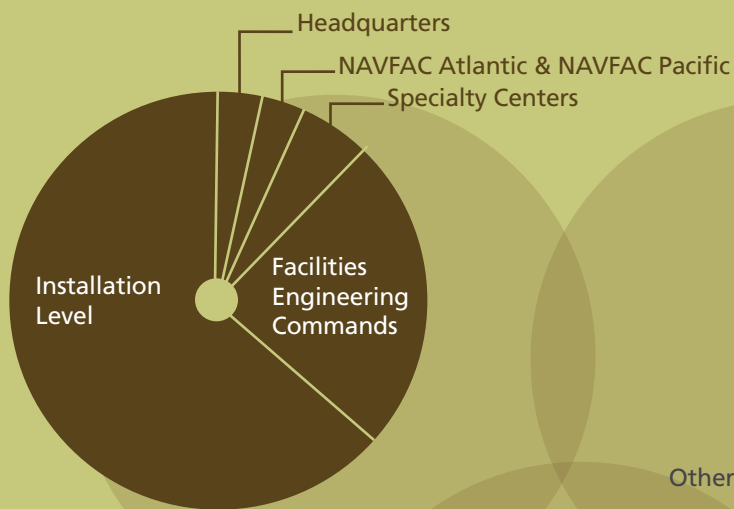
SUSTAINABILITY

- Technical Expertise
- Visionary Leadership
- Energy and Environmental Stewardship
- Stakeholder Partnering

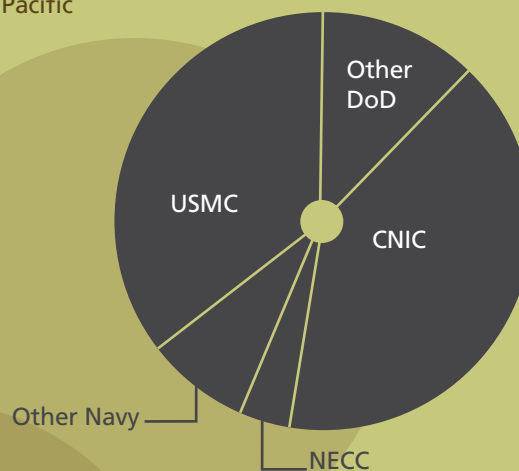


NAVFAC designed, procured and supported expeditionary equipment for Joint Operations (Operation Unified Response) in Haiti.

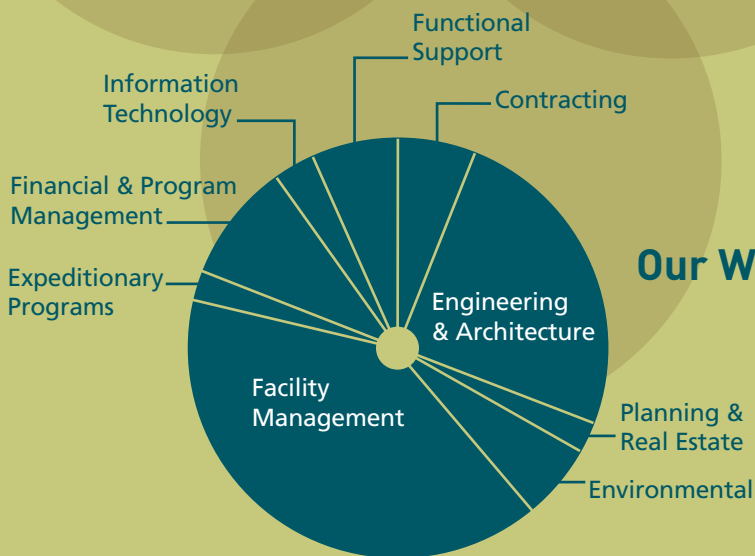
Where We Serve



Who We Support



Our Workforce



Readiness

Strengthen our ability to respond to Supported Commands and contingencies by cultivating a high-performing workforce and ensuring our equipment, facilities and command alignment enable success



GOALS

What we will do as a command

SAFETY. Embed a culture of safety mindset in every member of the in-house and contractor workforce, ensuring individuals are accountable for the safety of others and themselves.

WORKFORCE DEVELOPMENT. Develop comprehensive and systematic processes to hire, develop, retain and plan for succession of a diverse, technically competent and responsive workforce.

HIGH-PERFORMING TEAMS. Realize the full potential of our workforce by implementing a leader-driven, systematic model for integrated, collaborative and results-oriented teams.

GLOBAL READINESS. Maintain a ready, equipped, trained and deployable military and civilian workforce that is willing and able to provide global humanitarian assistance, disaster relief and contingency response.

DESIRED EFFECTS

What we will achieve

- Technical skills, expertise and tools are in place to meet the complex and ever-changing requirements of our Supported Commanders
- Safe, efficient and supportive culture that fosters individual and team productivity
- An organization that facilitates teamwork, communication, and internal and external alignment

MEASUREMENT INDICATORS

How we will measure our progress

- Safety mishap rate and near-miss reports
- Federal Employees' Compensation Act (FECA) claims and costs
- Days Away Restricted or Transferred (DART) rate
- Training and certifications
- Enforcement checks performed
- Community & Succession Management Plans effectively used
- Vacancy rate, attrition, diversity and time to hire data
- Professional and technical certifications and credentials
- Work-life balance programs implemented
- Relevant competencies maintained
- Developmental programs reach and effectiveness
- Workforce and Supported Command surveys
- Cost per unit/volume of business
- Team and individual recognitions
- Full awareness of command/unit/team goals and objectives
- Teams ready to go and succeed
- Time to deployment
- NAVFAC resources requested by joint/component commands
- Global Contingency Contracts



Performance

Ensure quality, timely, and efficient products and services that meet the needs of our Supported Commanders at optimal total ownership cost



NAVFAC is the Navy's ashore natural resource manager and technical authority.

GOALS

What we will do as a command

ADAPT AND INNOVATE. Create and lead an innovative and adaptive NAVFAC culture, with the ability to rapidly implement proven technologies and innovative solutions, and replicate successes.

PROACTIVE EXPERTISE. Provide NAVFAC expertise early to Supported Commands, stakeholders, warfare enterprises and providers decision cycles through proactive and coordinated communication.

LIFECYCLE STEWARDSHIP. Plan, design and construct, sustain, recapitalize and dispose/divest of DoN shore infrastructure and expeditionary equipment incorporating sustainability concepts and optimizing total ownership cost.

INFORMATION QUALITY. Establish and sustain progressive solutions for information management which facilitates Supported Command and NAVFAC business processes and decisions.

DESIRED EFFECTS

What we will achieve

- Supported Commanders rely on our technical and acquisition expertise
- Proactive communications, alignment of expectations and mutual trust with Supported Commanders
- Best practices are continuously sought, standardized and institutionalized to lower total ownership costs for our Supported Commands
- Quality products and services are delivered on time and within budget

MEASUREMENT INDICATORS

How we will measure our progress

- Continuous Process Improvement (CPI) return on investment
- Research and Development projects/initiatives providing value to DoN
- Criteria and standardized procurement tools
- Speed of technology adoption and replication
- Technology evaluation projects
- Supported Commander readiness and satisfaction
- Timeliness and accuracy of validated resource requirements
- Performance agreements established and updated
- Encroachment mitigation projects implemented
- Baseline total ownership cost of unit table of allowances
- Supported Commander requirements met
- Footprint reduction
- Sustainability institutionalized throughout the lifecycle process
- Data quality and availability
- Responsive Supported Command information and communication
- Redundant data entry eliminated
- Information systems integrated to support work processes



Sustainability

Lead Navy and Marine Corps efforts in sustainable land, infrastructure and equipment to achieve energy security, energy efficiency and environmental stewardship



NAVFAC provides engineering and scientific expertise across a broad spectrum of ashore and afloat disciplines.

GOALS

What we will do as a command

TECHNICAL EXPERTISE. Build and develop our technical expertise to ensure we identify best opportunities, provide lifecycle management, establish aligned plans, and deliver energy and environmental solutions.

VISIONARY LEADERSHIP. Advance our leadership capability and effectiveness in providing recommendations for energy and environmental governance, policy, resources, and guidance to Supported Commanders and stakeholders.

ENERGY AND ENVIRONMENTAL STEWARDSHIP. Integrate energy and environmental stewardship, and provide leadership across NAVFAC in all processes, actions and behaviors.

STAKEHOLDER PARTNERING. Maximize opportunities and benefits via partnering with private sector, Supported Commands, other services, agencies, regulators and governments.

DESIRED EFFECTS

What we will achieve

- Reduced and sustainable shore facilities footprint that meets operational requirements and enhances quality of life
- Innovative processes and practices that provide game-changing solutions to achieve national and Navy energy and environmental goals
- Pervasive culture of sustainability ownership and accountability

MEASUREMENT INDICATORS

How we will measure our progress

- Relevant technical training and credentials
 - In-house project execution
 - Energy and environmental plans are current, comprehensive and integrate sustainable technologies
 - NAVFAC and workforce awards and recognition
 - Competency in third-party financing
-
- Development and implementation of stakeholder engagement plans
 - Standardized utility and environmental responsibility and accountability expectations
 - Supported Commanders and stakeholders seek NAVFAC consultation and expertise, and adopt recommendations
 - RDT&E funding
 - Prioritized list of shore infrastructure needs
-
- NAVFAC energy consumption
 - Energy and environmental solutions reduce total ownership costs
 - Standardized processes address energy and environment
 - Environmental Management Systems use for ensuring goals obtained
-
- Energy projects initiated and financed
 - Formal agreements and partnerships established
 - Energy audits conducted
 - Planning and encroachment assessments completed

An array of solar panels supplies energy for necessities at Marine Corps Air Ground Combat Center Twentynine Palms, CA.



2004 →

NAVFAC begins an historic transformation, in partnership with Commander, Navy Installations Command, structurally realigning to provide a single public works delivery model to strengthen accountability



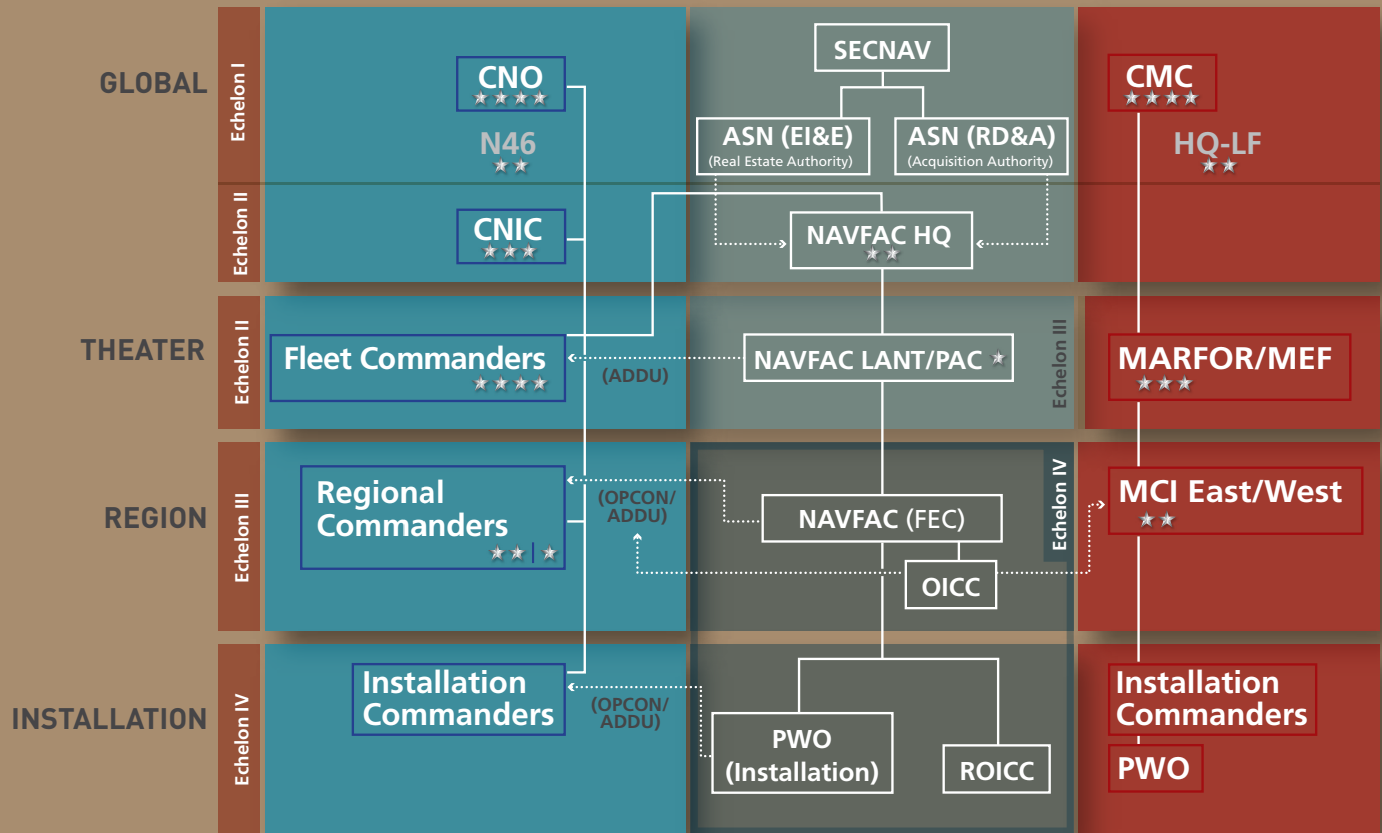
NAVFAC's Sealift Support Program Office is ACAT (Acquisition Category) III program manager for the Improved Navy Lighterage System (INLS).

TRANSLATING STRATEGY INTO ACTION:

How we will manage our strategic progress

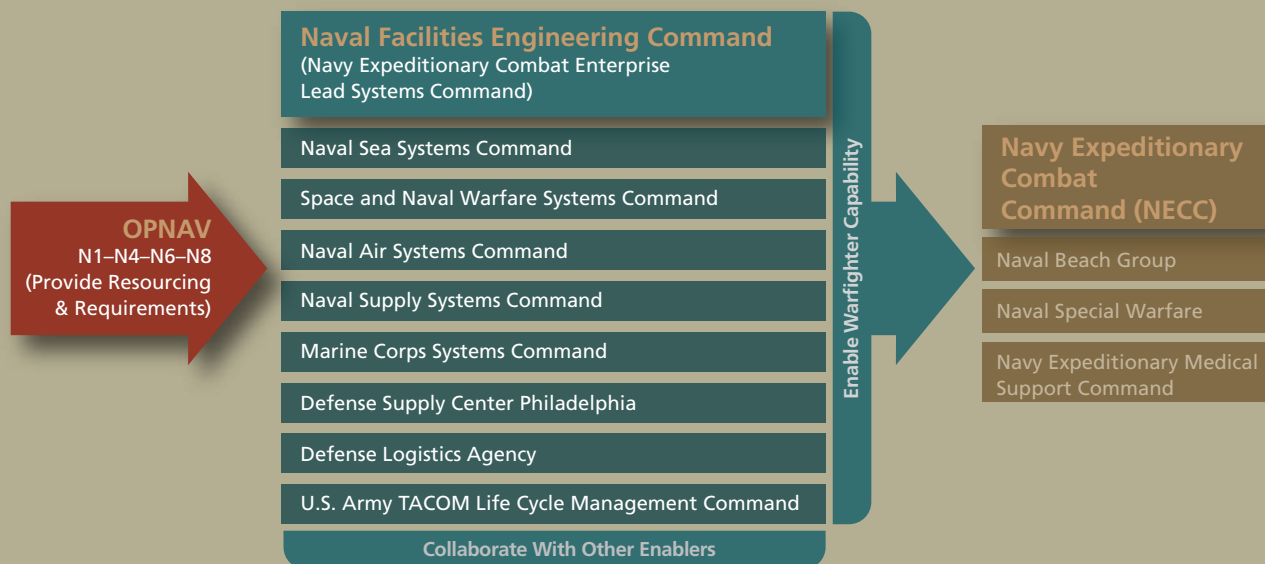
1	NAVFAC STRATEGIC PLAN: Informed and sharpened by higher-level guidance from Maritime Strategy, CNO Guidance, Marine Corps Vision and Strategy 2025, CNIC Guidance and NECE Strategic Plan	
2	STRATEGY COLLABORATION: Cross Functional Team that defines a roadmap for action	
3	ROADMAP: Translated into a command-wide Implementation Plan	Goals ↳ Strategies ↳ Objectives ↳ Actions
4	PROGRESS TRACKING TOOL: Online visibility and transparency of command strategic action	
5	GOVERNANCE: Command Governance Boards lead accomplishment of Strategic Implementation Plan and are accountable for progress	

Our Facilities Systems Command Relationships



Aligned to Support the Fleet and Marine Expeditionary Force(s)

Our Expeditionary Combat Systems Command Relationships



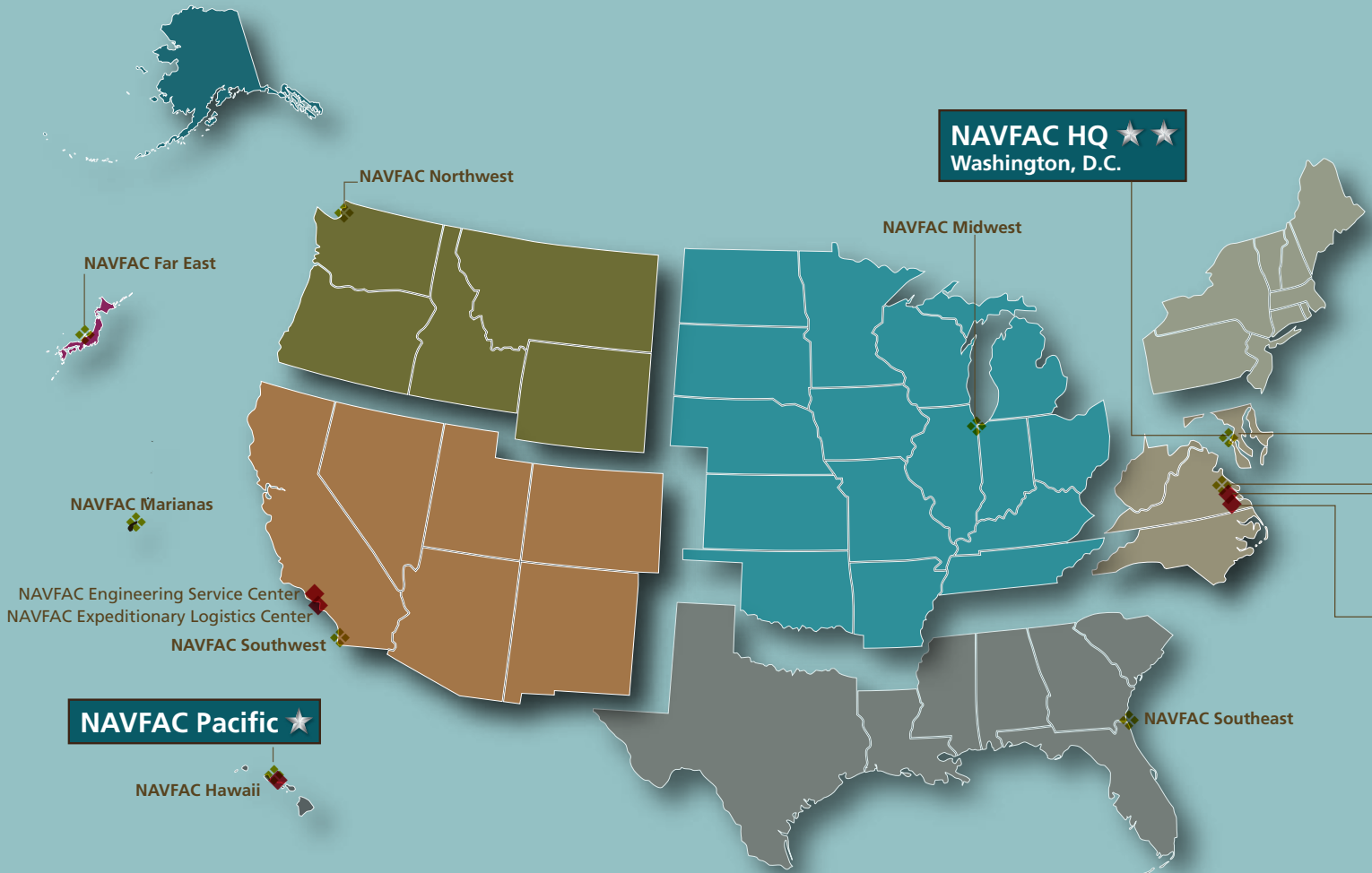
WE NEVER FORGET WHO WE ARE



WORKING FOR...



Our Global Interdependent Team



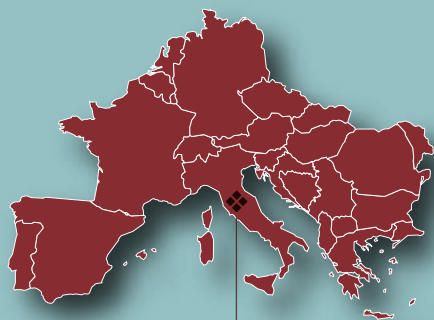
◆ ECH III COMMANDS (5)

◆ ECH IV COMMANDS (10)

◆ ROICCs (30+)

◆ PWDs (60+)

100+ Delivery Points Aligned to Support Fleet Warfighter



NAVFAC Europe—
Southwest Asia

NAVFAC Washington

NAVFAC Atlantic ★

NAVFAC Mid-Atlantic

NAVFAC Crane Center



Supporting Fleet readiness.



United States Navy Ethos

We are the United States Navy, our Nation's sea power – ready guardians of peace, victorious in war.

We are professional Sailors and Civilians – a diverse and agile force exemplifying the highest standards of service to our Nation, at home and abroad, at sea and ashore.

Integrity is the foundation of our conduct; respect for others is fundamental to our character; decisive leadership is crucial to our success.

We are a team, disciplined and well-prepared, committed to mission accomplishment. We do not waiver in our dedication and accountability to our Shipmates and families.

We are patriots, forged by the Navy's core values of Honor, Courage, and Commitment. In times of war and peace, our actions reflect our proud heritage and tradition.

We defend our Nation and prevail in the face of adversity with strength, determination, and dignity.

We are the United States Navy.

NAVFAC

“The Facilities and Expeditionary Combat Systems Command”

2010-2017 Focus Areas: **READINESS** **PERFORMANCE** **SUSTAINABILITY**



The new Walter Reed National Military Medical Center, Bethesda, MD, is one of the largest Navy construction projects associated with BRAC (Base Realignment and Closure).

■ ■ This Strategic Plan outlines a deliberate course of action for our organization, framed by our mission – why we exist – and our vision – the end state we are working toward. It reaffirms our core values, operating philosophy and guiding principles. ■ ■

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Commander, Naval Facilities Engineering Command and Chief of Civil Engineers



1322 Patterson Ave., SE, Suite 1000
Washington Navy Yard, DC 20374-5065

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